

THE EMERGENCY PROGRAM MANAGER

UNIT 2



Introduction

When you take the job of emergency program manager, you become a public employee acting always in the best interests of your community. When you begin the job, you will be looking at many pieces of a puzzle that, in time, you will learn to put together into an efficient emergency management program.

At the beginning, however, there are many parts that you might think fit together loosely. You have heard, for example, that you are charged with establishing systems to help the community survive a drought. How does this fit, you may wonder, with the floods that happen every year or hazardous materials spills that concern citizens?

You also have a job that is specified and defined by law, but you have been hired and can be fired by an elected mayor, or a city manager, or a county executive. How do the law and your boss fit into your priorities? Then, in addition to legal aspects, you probably find yourself viewing a large part of your job as a moral responsibility to save lives and reduce property damage.

You also may have realized that you are a general without troops. You have been charged with developing emergency plans for the community, but you know quite well that the fire chief has the men and equipment, the Red Cross people handle mass feeding, the public works director has the trucks, the hospital has the medical staff, and the police chief has law enforcement duties. All of these emergency responders come into play in an emergency. Where do you stand in

regard to these emergency operations units?

Similarly, where do the next higher levels of government come in? What can you expect from the county, state, or even federal governments? Finally, one of the biggest question marks right now may be your job itself. Is emergency program management a new word for civil defense, or is it more? What is the job? What will you have to do? In short, who is this person, the emergency program manager?

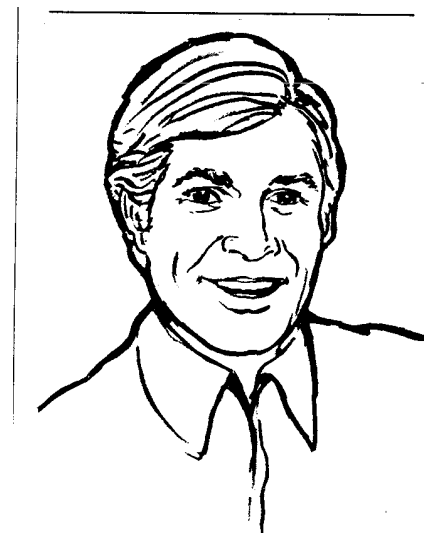


Figure 2-1: The EPM makes it happen!

Your Roles and Responsibilities

The emergency program manager has the responsibility for coordinating all the components of the **emergency management system** in the jurisdiction. These components consist of the civil defense effort, fire and police, emergency medical service, public works, volunteers and other groups contributing to the management of emergencies. The parts of the emergency management system are no different than the parts of government and the private sector that manage the day-to-day affairs of the community. Emergency government is government in an emergency.

Your job is to make certain that the components of the emergency management system know the threats to the community, plan for emergencies, can operate effectively in an emergency, and can conduct recovery operations after a disaster. You are responsible for coordinating all the necessary activities to ensure effective operation of the emergency management system.

You will accomplish your job by performing several specific tasks that you will learn in this course. Before those tasks are described, you need to realize that emergency management in your jurisdiction will depend on the way you and your mayor, executive, or governor decide to approach the job. The approach you take will depend on several factors relating to law and morality, your relationship with your boss and other government officials and agencies, and members of the community. These various considerations that help determine the way emergency management is conducted in your

jurisdiction are discussed below. We will begin with a crucial part of your job—balancing your role as leader of your jurisdiction's efforts to survive a disaster with your role as coordinator of all emergency planning and response for natural and technological disasters.

Civil Defense and Emergency Management

Emergency management in the United States is by function and by law a cooperative effort on the part of all levels of government and the private sector. Local, state, and Federal governments all have responsibilities in carrying out public safety. Similarly, private business and industry, voluntary organizations, and the general public have responsibilities to assure safe industrial practices and maintain a level of education about hazards and emergencies that lead to predictable public reactions to warnings of disaster.

Because emergency management is a cooperative effort of many parts of society, there are many goals for each unit of emergency management. At the state and local levels, government is concerned about the protection and education of the public from the hazards and risks that effect them. These hazards are usually the ones that are immediate and easily understood, based on past experience of the community, such as tornadoes, floods, hazardous materials spills, hurricanes, and others.

At the national level, government is concerned about all of these local or regional hazards.

Civil defense is not separate from emergency management—it is part of emergency management. The civil defense program in the United States supports all-hazard emergency management at state and local levels when such activities are consistent with and contribute to the emergency preparedness of the nation for any type of attack or threat. In turn, every action of state local emergency program managers ought to contribute to developing emergency capabilities that could be employed in national security emergencies.

Capabilities that are needed for a national emergency include:

- (1) **Population protection** capabilities that include evacuation of people from risk areas, sheltering of evacuated people, and protection of people who remain in or near risk areas;
- (2) **Crisis management and decision-making** capabilities to support public safety actions in a national security emergency, including communications, warning, continuity of government, and direction and control;
- (3) **Information and education** capabilities for the public about the threats that may affect them and what they can do to promote individual and family survival;

- (4) **Information and education** capabilities for business and industry about industrial and workforce protection measures;

- (5) **Public and community protective action** capabilities undertaken on a voluntary basis by individual citizens and community organizations, promoted and encouraged by state and local governments; and

- (6) **Mobilization** capabilities for all civil defense resources and systems both gradually and rapidly as dictated by world conditions.

Clearly, the role of the state and local emergency manager in these efforts is crucial. When it comes to contacts with the public, with business and industry, and with elected and appointed government officials, the emergency program manager is way out in front in his or her jurisdiction. The credibility of the program resides, in part, in the credibility of the program advocate. The emergency program manager should exemplify the utility of the civil defense program.

Similarly, when it comes to capability development for crisis management and decision-making, the emergency program manager is the experienced resource for any jurisdiction. The emergency program manager coordinates resources, shelter, evacuation, and emergency response

In short, the capabilities required for an effective civil defense contribution to national emergency management are integral to, and supportive of, the entire job of the emergency program manager.

How Does Civil Defense Work?

The Civil Defense Act of 1950, as amended, provides for a joint responsibility to carry out civil defense that lies with the Federal Government, the States, and all local jurisdictions. In actuality, specific roles have emerged, as shown in Figure 2-2 and described below.

CIVIL DEFENSE ROLES

Federal Government

Preparedness Guidance
Financial Assistance
Mutual Aid Encouragement
Public Information
Coordinate with State and Local Governments
Coordinate Among Federal Agencies

State Governments

Primary Preparedness
Mutual Aid Agreements
Civil Defense Plans
Civil Defense Systems
Local Preparedness Guidance
Public Information

Local Governments

Primary Preparedness
Public Protection for all Hazards
Public Information

Figure 2-2: Breakdown of government roles in civil defense.

The Federal Government develops guidance on national security emergency preparedness. This includes procedural

guides for state and local governments as well as technical guides for business, industry, and the public. To carry out this guidance, the Federal Government provides financial assistance to support civil defense capability-building. The Federal Government coordinates its efforts in civil defense with state and local governments and encourages the development of mutual aid agreements among states. Within the Federal Government, the Federal Emergency Management Agency (FEMA) serves as the lead agency for civil defense and coordinates with other federal agencies with responsibilities or capabilities valuable to national security emergency preparedness.

State governments share responsibility for preparedness with a Federal Government. They have primary responsibility for emergency preparedness within their jurisdiction. States develop civil defense plans and expend both federal monies and state monies on the development of civil defense system capabilities. These include communication and warning systems, emergency Operating Centers, and other direction and control systems. States also join together, in the form of mutual aid agreements, to share these and other resources. States also prepare guidance and training for local officials and inform and educate the public about civil defense. The states, through agreements with the Federal Government, are important implementing mechanisms for the United States civil defense program.

Local governments are where emergency management is carried out. The same is true for civil defense. While local governments share responsibility for

preparedness, their share is often its implementation. In a national emergency, evacuation of people calls upon local police, local highway resources, and local plans. In the sheltering areas, local facilities, supplies, and personnel bear the burden of action. But this is how it always is. In any type of emergency, local capabilities are the ones that are brought to bear on problem resolution. Therefore, the principal responsibility of local government is to be able to provide public protection for all types of hazards (natural and technological).

In short, when emergency management saves lives and protects property, part of the credit goes to civil defense. Conversely, when a jurisdiction's emergency management program strengthens capabilities that are consistent with, and contribute to, civil defense, then the national security of the American people is strengthened.

In summary, civil defense is emergency management. Civil defense is the responsibility of local, state and Federal Governments. And most importantly, civil defense is your responsibility as an emergency program manager.

Legal and Moral Responsibilities

The job of the emergency program manager is defined by law. It does, however, have a moral basis. The emergency program manager must balance the duties authorized and required by law with the moral obligation of the public employee to do everything possible to protect and preserve the safety of citizens in the jurisdiction.

Many states require that the local jurisdictions provide for the position of emergency program manager. The authority granted by a local law or ordinance is your first definition of your tasks and obligations.

If you have difficulty in locating the specific part of your local law which provides for the job, seek assistance from a member of the local government administrative staff or the municipal attorney. It is doubtful that you would have the position of emergency program manager if it was not provided for by law. If it is not provided for, see what is required to get the local law amended as soon as possible.

In reviewing the local law, determine who has the final authority for emergency management decisions. In some communities, all authority is vested in the community's chief executive. The emergency program manager's function is to advise the chief executive what to do. The authority to act rests with the executive. In other communities, some degree of authority is vested in the emergency program manager. However, you will find that in most major emergencies or disasters, the chief executive is the person who must approve state or federal assistance.

Once you understand the legal responsibilities of your job, you need to consider, as well, the moral side. You are a public employee. By accepting that position you accept the responsibility of a public trust. The citizens of your community have entrusted their safety to you. Your performance as emergency program manager will determine how well you fulfill that trust.

THINGS TO DO

Get a copy of that portion of your local law or ordinance which specifically provides for your job. Read it carefully to determine if your duties and responsibilities are explained. A later THINGS TO DO will provide a worksheet for an evaluation of the law. For now, try to be familiar enough with the law to see whether it fits the job of emergency program manager as described here.

Working with the Executive

Your local law will specify a chain of command in emergencies. It will tell you to whom you report. In most cases it will be the chief executive of your community, such as a mayor, city manager, county executive, or county supervisor. One of the first things you should do is find out what your supervisor expects of you and your office.

From one jurisdiction to another, government leaders have different expectations of what the emergency program manager should do. They also have different methods of operation. One type of official may be authoritative and see the emergency program manager as taking directions from the official. Others may look at their job as supportive, leaving most of the emergency management functions with the emergency program manager. Either way, the emergency program manager's job is basically the same; the primary difference is in how you interact with your supervisor.



Figure 2-3: A good working relationship is important.

As you deal with the chief executive, remember, you are the one who is trained in emergency management. Even if your supervisor is authoritative, you can suggest options or directions to him or her and assist in making the decision. You may do all the research, and simply say to the executive "I suggest you decide to do this." The executive agrees, and is pleased that he or she made the decision, even though you greatly influenced it.



Figure 2-4: Effective emergency management requires coordination with all other departments and agencies in the jurisdiction.

How you work with your boss is another part of the emergency management picture that you will have to clarify in the first months of your job. The choices are many. The emergency program manager, by definition, should be chief of staff during an emergency, should report directly to the executive and, by virtue of the authority of the chief executive, coordinate all the functions of government emergency response.

Clearly, to achieve this ideal a good working relationship is necessary. Trust is essential. This course cannot tell you how to gain the trust of your supervisor except to say that competence breeds trust. A good working relationship doesn't "happen." It is the product of hard work.

Coordination With Other Agencies

You should strive to be looked upon as the jurisdiction's expert in emergency management and key staff advisor to your chief executive. It is most important that other governmental departments look upon your role in that manner. As an emergency program manager, you will be working closely with other departments, such as the fire department, police department, planning department, and department of public works. During an emergency, you may be coordinating operations among these departments. A good working relationship with other department heads is essential.

The subject of coordination is one you will have to deal with early in your job.

The police, fire, and other emergency service agencies are independent. They have their own mandates; they have their own responsibilities to fulfill.

In an emergency, however, all of these emergency responders must work together like a well-oiled machine. The public safety is poorly served by competitiveness and organizational jealousy.

The chief executive officer or jurisdiction manager is charged with creating effective emergency services. By taking the job of emergency program manager you have been delegated this task by your supervisor. It remains the executive's legal responsibility, but it becomes your job.

Coordination of police, fire, public works, etc. throughout emergency management is a matter of personal style. Frequent contact, sharing advice, and combined training are all ways to make coordination easier. Most important of all, however, is to know the boundaries of coordination.

For example, coordination means making certain that police and fire are cooperating in setting up a security or crowd control line. Your role as coordinator is to make certain that responsibility is assigned and action taken without conflict or controversy. Your role is definitely not to tell the police chief how or where to set up security.

Thus, consider your role as coordinator one that comes into play when more than one emergency organization is involved. This always takes place in major

disasters, but can occur in minor emergencies. For example, even in a fire, you may be called upon to coordinate the temporary housing of victims with the Red Cross or other social service agency. Your job is one of planning and negotiating the overall smooth performance of all community emergency services. You serve the executive and public when everyone knows and does the proper job.

If you are new to your job, your chief executive can help establish a good working relationship with other department heads by putting out an official active about your position. Even if you have been in your position for some time, an official announcement should be made. It may read something like this:

Sam Jones is hereby appointed Emergency Program Manager for the City of ABC. The Emergency Program manager is responsible for developing and maintaining the emergency management plans and programs of this jurisdiction. All departments and agencies of the government of this jurisdiction share the responsibility of serving and protecting our people from day to day and during times of emergency or disaster. Accordingly, the head of each department and agency is requested to give the Emergency Program Manager the fullest cooperation and assistance as (s)he acts for me in this capacity.

If you are new to the position, a press release from the office of the chief executive should also be prepared for the local media.

The Job Title

In the above statement announcing a job appointment, the job title “Emergency Program Manager” was used. This is not to suggest that it is the ideal job title. On the contrary, your title should be compatible with what is currently used by other department or agency heads in your jurisdiction.

Because your relations with other agencies are important to the success of emergency management, you need to be able to deal with agency heads on an equal footing. Titles are important in a bureaucracy. When pressures build, when persuasion is necessary, it will be very important to be dealt with as an equal.

True, the job title is only one part of achieving status for the emergency management program. You will have to prove yourself capable. However, the job title is the first impression and it will help in the long run if it is compatible with those of all other agency heads.

You and Your Community

One of the basic problems with many emergency management programs is lack of community support. If you live in a community with no previous history of emergencies, community support for emergency management may be minimal. Even in large cities there may be limited support of emergency management programs. If you feel support for your emergency management program is not adequate, you have the opportunity to try to build additional support.

The only answer to this dilemma is to create an effective emergency management program that builds public support by incorporating citizens in actions at every opportunity.

By the time you complete this course, you should be in a position to start changing your community’s mind about emergency management. Even if you feel you have a successful program now, you will be able to make it better. You will know how to develop relationships with the press to inform local citizens about the program. You will learn how to keep a community in a state of readiness case a disaster occurs. You will learn how to use volunteers if paid help is not available. You will learn how to persuade elected officials to take a greater interest in the emergency management program. The key to your community’s emergency management program is you. You are the one who will be able to make the community more aware of emergency management, and to support for the program.

Regardless of the state of the current emergency management program, you can make it more effective, more efficient, and better recognized as a vital part of the community’s total government services. Community support does not arrive suddenly one day, it is built by you as part of your job.

THINGS TO DO

Check the phone book to see whether your emergency management office is listed in the directory. This is a good, quick way of finding out the “public stature” of your office. Can the public find you quickly under emergency numbers in the front of the phone book? With some difficulty in the local government listing? Or not at all?

Local Emergency Partners

You have already seen that emergency management is really a group effort of all government departments and agencies in your jurisdiction. You are partners with them, all serving the interests of public safety in a disaster. Local elected officials are also partners in emergency management. You will be working with them primarily in an advisory capacity.

You also have a variety of emergency management partners in the private sector. They range from private businesses to civic organizations and individuals. You will learn how important these partnerships can be in later units. It is important to have good working relationships. Your partnership with the local news media also cannot be overemphasized. A good working relationship with the press will be one of your most important resources.

In a sense, every man, woman, and child is one of your partners in emergency management. When a disaster strikes, they must know what to do. They must know what to expect. You, working as their partners, will have to help them learn about their roles.

As you approach the job of emergency program manager, your partners at the local level must be considered. What do you want from them? What do they expect from you? How can you best make this emergency management partnership work? These are the questions to which you must give thought in the early months in your job. How you build a base of participants in your emergency management program will influence its later accomplishments.



Figure 2-5: Emergency management is people working together.

To answer the questions above, local assistance is perhaps the easiest to get, and often the most valuable. One of the first things you should do is go on a local fact-finding mission. Talk to those in your community who play a part in emergency operations. For example, talk to the fire chief, police chief, head of the public works department, and the previous emergency program manager if there was one. Talk to those in the private sector also, such as officials from local utilities, Red Cross, major industries, school board chairperson, principal bankers, or heads of other organizations. Find out what types of emergency situations they face, and how they do it. Find out how they view the role of the emergency program manager, what they expect, and what they need.

Intergovernmental Relations

One of the basic premises of emergency management in the United States is a partnership among the federal, state, and local governments. Each governmental body has certain duties and responsibilities in this partnership. In any major emergency or disaster, they all work together. Your local government is never left to fend for itself in a disaster. There is always help available when the situation goes beyond the resources of your community. Thus, there are partners in emergency management extending aid across all levels of government, both in time of emergency and in preparing for potential disasters. When in need, emergency program managers should turn first to the next higher level of government, be it a county, state, or the federal government.

County Assistance

For emergency program managers with jurisdiction in a town or city, a major source of assistance lies with the county government. The county emergency program manager is likely to have responsibility for disasters occurring in unincorporated areas and in county highways. In addition, a county emergency program manager must coordinate with all city or municipal organizations to assure an efficient response throughout the jurisdiction.

County emergency program managers frequently provide assistance in the form of training, information, and sometimes equipment. They are a main point of contact for local emergency program managers in times of disaster and in preparation for potential emergencies.



Figure 2-6: There are many sources of local assistance.

State Assistance

All states have emergency management offices. A STATE EMERGENCY OFFICE can provide valuable assistance in

several areas. First, the state office has an experienced staff. Unlike many of your local contacts, the people in the state office are trained in emergency management. Therefore, they can answer your technical questions about the job.

Most states also provide training programs for emergency program managers. Classroom instruction is often provided in several areas of emergency management such as preparedness planning, emergency operations, and career development. The STATE TRAINING OFFICER can also serve as an advisor for you, and help decide which types of training programs may be best for you or members of your staff.

The next higher level of government is your first source of aid in time of actual emergency. If your community cannot provide adequate resources to meet its needs in time of disaster, the first place to turn for additional assistance is to the county or state emergency management office. They, acting on the information you provide, will dispatch personnel to the scene to assist in the response and recovery effort. Only the Governor, however, can request the federal aid that comes with a Presidential Disaster declaration.

THINGS TO DO

Contact the county or state emergency management office. Set up an appointment to talk to the training officer or a member of the management staff. Find out what type of assistance is available from the office for local jurisdictions.

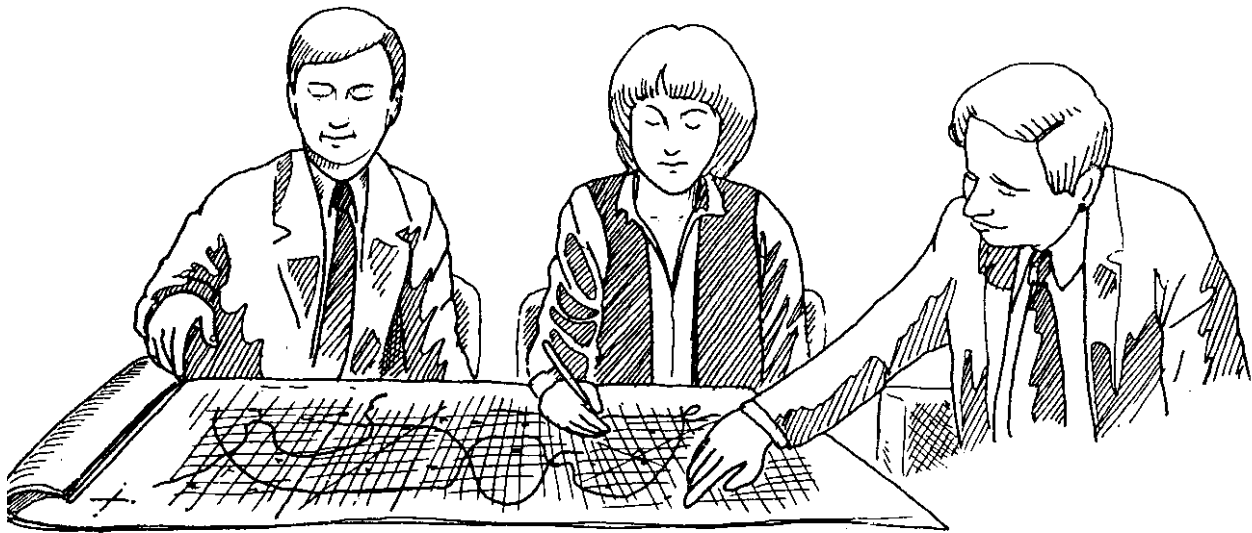


Figure 2-7: Putting together the pieces of an emergency program.

Federal Assistance

The Federal Emergency Management Agency (FEMA) is your principal source of federal assistance. First, FEMA provides a variety of opportunities for training, and you should take advantage of them. This course is just one of the training opportunities. FEMA also provides classroom instruction, and operates the National Emergency Training Center (NETC). NETC offers higher level courses in emergency management.

Almost all federal agencies have programs which provide assistance to the local jurisdiction in one of the phases of emergency management. For example the U.S. Army Corps of Engineers and the Centers for Disease Control have programs in mitigation. The National Weather Service and the Health Services Administration have programs in planning and preparedness. The U.S. Coast Guard and the Federal Highway Administration have programs in emergency response. The Small Business Administration and the Department of Labor have programs for

disaster response and recovery. Likewise, the Federal Emergency Management Agency (FEMA) provides, through the Performance Partnership Agreements (PPA) process, planning assistance; e.g., the development of a RADEF Annex. These are only a few of the federal agencies which have programs to assist local communities. You will learn more about these programs later.

There are also numerous publications which are available through FEMA. Your state training director can help you identify the publications and programs which are offered by FEMA and which may be of most benefit to you.

In helping jurisdictions prepare for disasters, FEMA also provides direct funding to help support the personnel and administrative expenses of emergency management. At various times in the past, federal funds have been available for shelter development, Emergency Operations Centers, warning sirens, surplus equipment, and other tools of emergency management. Check with your county or state emergency

office to see what Federal programs are currently available and the funding requirements.

In a disaster, federal assistance becomes available following a declaration of a major disaster or emergency by the President. The declaration must be requested by the governor of your state. The declaration permits a wide range of federal response and recovery assistance to come into the community. This aspect of your emergency partnership with the federal government will be detailed later in this course.

Tasks of the Emergency Program Manager

In the previous section, several different parts of the emergency program manager's job were described. Depending on the jurisdiction, the emergency program manager's approach to these parts of the job will vary. In this section, specific tasks important to the effective conduct of comprehensive emergency management are described. These tasks were identified by the Federal Emergency Management Agency through a series of workshops involving emergency program managers from all levels of government. No matter what the jurisdiction, or the particular approach to emergency management of the jurisdiction, these tasks are the CORE FUNCTIONS of an emergency program manager and his or her staff.

Hazard Identification and Planning

The emergency program manager is responsible for conducting hazard identification, capability assessment, and vulnerability analyses which identify the hazards presenting the greatest danger to the jurisdiction. Based on those analyses, the manager must then develop and update plans for emergency preparedness, response, recovery, and hazard mitigation. In this course, Unit Three describes how to conduct a hazard analysis and Units Four and Seven describe emergency planning procedures.

Maintain the Emergency Partnership

In order to carry out the tasks of emergency management, the program manager must call on the necessary resources of the community. To do this well, the program manager must carry out the task of developing and maintaining effective relationships with government, private, and voluntary sectors of the community. The objectives of these relationships are to facilitate mutual consultation, exchange information, and provide agreements for cooperative action. The emergency management partnership was described earlier in the course and its development will be mentioned throughout the units on preparedness and response.

Emergency Response Systems

The emergency program manager is charged with establishing, implementing, maintaining, testing and evaluating the actual operational systems for responding to known threats to the jurisdiction. Response systems include communication, warning, emergency public information, shelter, radiological defense, and the emergency operations center. The units in this course on preparedness and response provide you with basic information on operational systems for the emergency program manager.

Coordination

The emergency program manager coordinates the response and recovery activities of departments and organizations involved in emergencies. This particular task will vary among jurisdictions because of legal authority granted to the emergency program manager and the relationship between the emergency program manager and the jurisdiction's executive. As described in an earlier section, one role for the emergency program manager is to serve as chief of staff to the responsible executive, be it a city manager, mayor, county executive, or governor. The task of coordination among agencies and individuals receives coverage in Units Three, Four, Five, and Six.

Hazard Mitigation

Participating in the mitigation of hazardous conditions before the impact of a disaster or during disaster recovery is a relatively new role for the emergency program manager. In this task, the manager provides oversight and motivation to departments and agencies to carry out their duties in ways that avoid or minimize potential emergency conditions. Popular means of mitigating hazards include floodplain management, developing land use and building codes, and effective disposal of hazardous wastes, for example. Unit Three will describe his task in detail.

Legal Authority

The emergency program manager is responsible for seeing that all emergency tasks are carried out within the legal authority provided by the jurisdiction for the emergency office. This will involve the review and update of emergency management laws as described in Unit Three. The emergency program manager also has a responsibility to participate in, and contribute to, the legislative and regulatory process as it relates to emergency management. This role is especially important in mitigation, as described in Unit Three, and in recovery, as described in Unit Six. For example, the participation of the emergency program manager in regulatory proceedings may well prevent the introduction of a hazard into the jurisdiction through zoning ordinances or other legal measures.

Information

The emergency program manager is the principal source of information on emergency management—what it is and what it covers. An important task of the emergency program manager, therefore, is to develop and implement public information and public relations activities. The program manager does this by communicating effectively with individuals, groups, and the media. The purpose of such public information and relations is to gain understanding, acceptance, and support of emergency planning and programs. In this course, public information methods are described in Units Three and Four.

Administration

The emergency program manager is the administrator of the jurisdiction's emergency program. The tasks of administration include budget and finance, personnel, programs, supplies, and reporting systems. Unit Seven of this course describes these components of managing emergency management.

Training

Training for self and others is a task of the emergency program manager. The program manager must be alert to training opportunities, identify training needs, and develop, participate in, and provide training programs. The general public may be included in any of these training programs which range from home study courses to emergency simulations and exercises. Unit Seven describes training opportunities and responsibilities for the emergency program manager.

Change and Improve

The emergency program manager must function effectively in a changing environment. This task is not the specific topic of any section of this course; however, the course itself is evidence of the importance of the task. Comprehensive Emergency Management is a change from earlier concepts of civil preparedness that reflects a new environment for the job of the emergency program manager. One result of this change is to enhance the role of the local emergency program manager by increasing the scope of responsibility and participation of the program manager in

the affairs of the community. New areas of concern for the emergency manager include mitigation and recovery. As you will learn in the Units that follow, these new responsibilities offer the opportunity for the emergency manager to become more involved in the community. This increased involvement can result in greater recognition of the importance of your job, enhanced professionalism among your colleagues, and improved management of emergencies in your jurisdiction.

How Well Have You Learned?

SELF TEST REVIEW

Answer the following questions to test your knowledge of Unit 2 facts. Read each question carefully, then write in the answer that you think is correct. Answers can be found on page 2-22.

1.) What local official is usually empowered to request disaster assistance?

2.) What is the first place to find a definition of the tasks and responsibilities of the emergency program manager?

3.) Why has the position of emergency program manager become more visible to the public in recent years?

4.) Define your role as coordinator in emergency management?

5.) What is an important element in winning community support for the emergency management program?

6.) Who are your local partners in emergency management?

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- 7.) What three questions should you consider when building a base of local support for emergency management?

- 8.) What is meant by dual or multiple use of emergency management resources?

- 9.) What information should you expect to get from the chain of command portion of the local law or ordinance that deal with emergencies?

- 10.) What role should the emergency program manager have during an emergency?

- 11.) What is an essential element you should have in order to effect coordination among government agencies?

- 12.) Why should your title be compatible with titles of other department or agency heads in your jurisdiction?

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13). What are the ten core functions of a comprehensive emergency program manager and his or her staff?

CORRECT ANSWERS TO SELF TEST REVIEW	Review Pages
1.) The chief executive of the jurisdiction	2-7
2.) The jurisdiction's laws or ordinances	2-7
3.) The emergency program manager is the experienced resource for dealing with natural disasters	2-5
4.) Making certain that responsibility in emergencies is assigned and action taken without conflict or controversy	2-6
5.) Incorporate citizens into as many actions of the program as possible	2-9
6.) Local government agencies, local elected officials, private business, civic organizations, news media, industry, and individual citizens	2-11
7.) What do you want from your citizens? What can they expect from you? How can you best make the partnership work well?	2-11
8.) Equipment, staff, and procedures of nuclear civil defense are useful for other types of emergencies	2-6
9.) To whom the emergency program manager reports, and who reports to the program manager	2-7
10.) Chief of staff to the executive	2-8
11.) The trust and support of the chief executive	2-8
12.) You need to be able to deal with agency heads on an equal footing, and the job title makes an important first impression	2-10
13.) Hazard analysis and planning	2-16 thru 2-18
Legal authority	
Maintain the emergency partnership	
Information	
Emergency response systems	
Administration	
Coordination	
Training	
Hazard Mitigation	
Change and improve	

For every question that you answered incorrectly, review the pages listed above next to the answer to find out why your answer was incorrect.